



PARLIAMENT
OF THE REPUBLIC OF SOUTH AFRICA

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To: PC on Women in the Presidency
Re: **Annual Performance Plan 2017/18 for the Department of Women in the Presidency**
Date: 9 May 2017

SUMMARY OF KEY ISSUES

Midway through the MTEF period and the Department has yet to conclude on the **Women's financial inclusion, Framework for GFP and Gender Responsive Budget Framework.**

Key deliverables that do not appear as targets in the APP for 2017/18:

- **Gender Mainstreaming Framework,**
- **M&E Framework with Indicators,**
- **Revival of National Gender Machinery**
- **National Prevention Strategy on IPOA on VAWC**



As non-service delivery department, the Department of Women intends developing and initiating the implementation of a Policy Framework for the provision of **Sanitary Dignity to indigent girls and women**

Whilst the focus on the analysing the implementation of the **Nine Point Plan** from a gender perspective is welcomed, it is unclear as to how the Department intends to do this in the absence of a M&E framework and toolkit. What then will the Department given its limited resources be analysing on a quarterly basis within each department within the Economic Cluster?

In terms of the proposed **National Dialogues**, given the existing research studies that have been conducted by the CGE and the Inter-ministerial task team, what does the Department hope to achieve? What difference would it make? What will it cost?

It would be important for the Committee to ascertain from the Department what the potential impact of the **campaigns and awareness raising initiatives** is envisaged along with the cost implications and reach i.e. how many intended beneficiaries.

The APP 2017/18 only links the DDGs accountable to one Strategic Objective (SO) in the Administration Programme. The Chief Financial Officer (CFO) is assigned responsibility to 4 Key Performance Indicators (KPI). The majority of the SOs and the KPIs are assigned to Chief Directors and Directors who are responsible for the implementation. How then is the DG and DDGs in key decision making positions to be held to account when the responsibility has been assigned to those they manage?

LTSDCP women

1. Introduction

This brief has been compiled for the Portfolio Committee on Women in the Presidency in preparation for the briefing by the Department of Women in the Presidency (hereafter referred to as the Department) on its Annual Performance Plan of 2017/18. It provides an analysis of the aforementioned documents and also takes into consideration the implications of the 2017 State of the Nation Address, the 2016 Budget Review and Recommendations Report (BRRR) as well as the revised Annual Performance Plan of 2016/17. In addition, where relevant reference is also made to other Government Departments, entities and or Chapter 9 institutions (e.g. Commission for Gender Equality) when examining the Department's core programmes. Key points for discussion are elaborated on and linked to questions for consideration as well as matters to consider for oversight.

2. General matters

2.1 Tabling of Reports: The Department is commended for tabling its Annual Performance Plan (APP) of 2017/18 on time as required.

2.2 Links between 2017 ENE, Strategic Plan 2015-2020 and APP 2017/18

The links are not coherent between the 2016/17 APP, the Strategic Plan 2015-2020 and the respective ENE 2017 chapter.

Questions for consideration

- What tangible outcomes does the Department intend achieving at the end of 2017/18 that would demonstrate the socio-economic transformation of women's empowerment and advancement of gender equality was accelerated?
- At the end of 2017/18 what tangible results does the Department envisage to achieve that would demonstrate achieving NDP goals?

2.3 Line management and accountability

- The 2017/18 APP outlines 37 Technical descriptors that defines a strategic objective (SO = 10) and or a Key Performance Indicator (KPI = 27) which includes the key person responsible for implementation. The DDG's are only assigned responsibility to the first strategic objective, namely; Strengthen good governance to ensure that the Department delivers on its mandate. This strategic objective will rely on a "*number of satisfactorily agreed upon management action plans*". However, there is no clear link between the SO and the relevant key indicator/s (KPI). Furthermore, the objective itself is not SMART instead broad and evasive.

- In addition, of concern to note is that the majority of the SO besides the first one and 4 KPIs assigned to the CFO, are have Chief Directors and Directors as the key persons responsible. It is unclear what the link to the DGs and DG is as officials with designated authority in terms of decision making and as budget holders.

Questions for consideration

- What will the Department's contributions be towards achieving the imperatives of the SDG and Agenda 2063 in 2017/18?
- What is the role of the DG and DDGs in relation to the delivery of the targets identified within each programme?
- How is the DG and DDGs to be held to account when the link between the programmes strategic objectives and KPIs is not made explicit?

2.4 BRRR 2016 Implications

The Committee identified several recommendations to the Department in its 2016 Budget Review and Recommendations Report. It would be important to ascertain from the Department how these have been taken into consideration in the revised of its Strategic Plan and development of the APP 2017/18. Thus the key question would be:

- How has the Department factored the 2016 BRRR into the development of the APP for 2017/18?

The following recommendations (Table 1) and how it relates to the APP 2017/18 should also be explored with the Department.

Table 1

Recommendation	Link to APP 2017/18 Question/s for consideration
<p>SMART principle¹</p> <p>a) The Department should ensure that the targets/objectives are SMART and appropriately costed. The Department must ensure synergy between the APP and its Strategic Plan.</p>	<ul style="list-style-type: none"> • What has the Department done to ensure that its targets and objectives are SMART for 2017/18 to avoid having to submit a revised APP as was done for the previous 2 financial years?
<p>b) The Department must ensure the alignment between the Strategic Plan and its Annual Performance Plan which includes objectives and targets that are SMART and costed accordingly.</p>	<ul style="list-style-type: none"> • What has the Department done to ensure alignment between its Strategic Plan 2015-2020 and the APP 2017/18?

¹ Objectives should be:

Specific – Goals must be specific

Measurable – There should be concrete criteria for measuring progress toward attaining each goal

Attainable – Goals are attainable with political will and the requisite abilities, skills and financial capacity to reach them.

Realistic – A goal must represent an objective toward which you are both willing and able to work.

Timely – A goal should be grounded within a time frame

Recommendation	Link to APP 2017/18 Questions/s for consideration
<p>c) The Committee urges the Department to desist from embarking on activities that do not fall within its mandate and are more service delivery orientated.</p>	<ul style="list-style-type: none"> • What has the Department done to avoid the duplication of activities by other Government departments, entities or and Chapter 9 Institutions?
<p>Monitoring and evaluation a) The Department should present the approved monitoring and evaluation framework to the Committee along with the indicators identified. b) The Department should be requested to present its findings on all analysis, monitoring and evaluations undertaken. To this end, reports compiled should be referred to the Committee for consideration.</p>	<ul style="list-style-type: none"> • What is the status of the M&E framework as this is not clearly articulated in the APP of 2017/18?
<p>Legislative and Policy Reform a) The Department should brief the Committee on gaps identified within policies and laws on a regular basis.</p>	<ul style="list-style-type: none"> • Will the Department be providing a submission on the Traditional Courts Bill? If not why not.
<p>b) The Department should table all reports developed within 30 days of completion for the Committee to consider.</p>	<ul style="list-style-type: none"> • How will the Department ensure a fast turnaround of reports being tabled for consideration to the Committee?
<p>c) The Department should brief the Committee on its policy position with regards to gender mainstreaming and clearly indicate what if any changes are required to the existing National Gender Policy Framework.</p>	<ul style="list-style-type: none"> • What is the status of the review of the National Gender Policy Framework?

3. Analysis of Programmes 1-3

This section examines some key issues for discussion that pertains to the 3 programmes of the Department namely Programme 2 and 3. It focusses on the Strategic Plan 2015-2020 and the 2017/18 APP in terms of linkages and synergy or the lack thereof.

3.1 Programme 1

Programme & Strategic Outcome Oriented Goal	Strategic Objectives	Objective Statement	SO Indicator	Five year target	Link to 2017/18 APP
Programme 1: Administration - Promotion of strategic leadership, good governance, effective, efficient & economical use of public resources for the socio-economic empowerment of women & promotion of gender equality					
Sub- programme: Dept. Management	Strengthen good governance that ensure the department delivers on its mandate	Periodic risk assessment and audits on compliance with laws and regulations to identify potential risks and governance weakness	<ul style="list-style-type: none"> - Approved Risk Plan and quarterly risk mitigation reports - Internal Audit plan, quarterly monitoring reports and Internal Audit reports against the Plan - DoW Strategic and Annual Performance Plans reviews - DoW Performance reviews - Improved Departmental MPAT scores 	<ul style="list-style-type: none"> - Conduct annual risk assessment/ review and produce a 3 year rolling strategic risk management plan, produce quarterly risk mitigation reports and annual implementation reports - Produce a 3 year rolling strategic internal audit plan by June of each year, Internal Audit Reports against the plan and quarterly audit implementation reports annually - Approved strategic and annual performance plans - Quarterly performance reviews conducted - Departmental compliance with all MPAT required Standards Links: PMFA and Public Service Act and Treasury and Public Service Regulations 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Who is responsible for conducting the annual risk assessment? If the Department is expected to undertake a risk assessment annually and develop quarterly risk mitigation reports, how is it that a revised APP was submitted for the past 2 consecutive years?

Programme & Strategic Outcome Oriented Goal	Strategic Objectives	Objective Statement	SO Indicator	Five year target	Link to 2017/18 APP
<p>Sub-programme: Financial Management</p>	<p>Improved strategic financial management system in DoW, enabling delivery of the mandate</p>	<p>To promote overall financial effectiveness and efficiency as measured by prudent financial management and compliance with prescripts and policies in the areas of budgeting, procurement, asset management, expenditure monitoring and reporting</p>	<p>- % of invoices paid within 30 days - Financial statements and reports</p>	<p>100% payment of all valid invoices within 30 days Unqualified audit opinion on financial statements with reduced matters of emphasis Links: PFMA and Treasury Regulations and outcome 12</p>	<p><input checked="" type="checkbox"/> The target related to obtaining an unqualified audit opinion has been linked quarterly target – 95% external audit findings implemented.</p> <ul style="list-style-type: none"> • How is the Department ensuring compliance to financial prescripts, policies and procedures?
<p>Sub-programme: Corporate management</p>	<p>Human Resource management</p>	<p>To improve the administrative operational function within the Department on an annual basis through the effective management of Human Resources</p>	<p>- Reduced vacancy rate - % of disciplinary cases finalised within the time frame - % of achievement of ICT systems availability</p>	<p>- Maintain < 10% vacancy rate in DoW - Improved management of discipline - Achievement and maintenance of system availability annually - ICT Business Implementation Plan developed for the development of the systems annually Links: Public Service Act and Regulations, Protocol of Corporate</p>	<p><input checked="" type="checkbox"/> How many DC cases are still pending from 2016/17 – and by when will these be resolved in 2017/18? What are the reasons for the delay of these cases? What does the Department hope to achieve with the ICT</p>

Programme & Strategic Outcome Oriented Goal	Strategic Objectives	Objective Statement	SO Indicator	Five year target	Link to 2017/18 APP
			- % of Business systems implemented	Governance in the Public Sector, Outcome 12	and Business system for 2017/18 and what specifically will the funds be earmarked for?

The following recommendations from the 2016 BRRR should be examined in relation to what the Department has identified in the 2017/18 APP.

Table 3

Recommendation	Link to APP 2017/18 Questions/s for consideration
<p>1. Audit Action Plan</p> <p>a) The Department must develop action plans that give effect to the recommendations made by the AGSA and respond to the MPAT results. These action plans should address the root cause of the problems, clearly articulate specific actions with key persons responsible at a senior management level and specify time frames. All action plans should be submitted to the Committee with the 2nd Quarterly Report for 2016/2017.</p> <p>b) The Department should monitor and evaluate the implementation of action plans and progress reports should be submitted to the Committee with every quarterly report.</p> <p>c) The Department must report to the Committee on progress made with regards to implementing the recommendations made by the AGSA, the Audit and Risk Committee and the DPME via the MPAT 2015. A clear explanation should be provided in instances where recommendations have not been implemented and what the remedial action is. The key person/s responsible for implementing recommendations must be submitted to the Committee.</p>	<p>The 2017/18 APP indicates (p.44) that the CFO is the key person responsible for ensuring that the audit action plans are developed and implemented. However, the AGSA have identified several recommendations for a range of issues that not only resides under the CFO's span of control.</p> <ul style="list-style-type: none"> • How has the Audit Action Plan helped shape the current APP? How has this been translated into practical implementation within the APP, where is this demonstrated? <p>The Director Internal Audit Operations Efficiency is responsible for the KPI Improved departmental MPAT scores.</p>

Recommendation	Link to APP 2017/18 Questions/s for consideration
<p>2. Financial performance</p> <p>a) <i>In-Year Monitoring Reports:</i> The Department is requested to submit quarterly reports to the Committee in line with National Treasury Regulations.</p> <p>b) <i>Spending Trends:</i> The Department should monitor spending patterns and ensure that this is keeping with what has been outlined in the respective Strategic Plans and Annual Performance Plans. To this end, the Department is requested to provide the Committee with detailed financial reports for activities on a quarterly basis. These financial reports should clearly indicate the purpose of the activity as it relates to the objectives outlined in the APP and the expenditure incurred. In instances, where the Department incurs expenditure for events nationally and internationally, the size of the delegation should be included and details pertaining to Travel and subsistence.</p> <p>c) <i>APP:</i> The Department must ensure that its APP is costed appropriately with a clear indication as to how and when it intends undertaking activities with corresponding costs.</p>	<p>What informed the costing of the APP for 2017/18?</p> <ul style="list-style-type: none"> How much has been forecasted for the 10 public participation outreach initiatives on women's empowerment (p. 33) and the 4 community mobilisation initiatives? What informed the costing?
<p>3. Internal control and risk management</p> <p>a) The Department should provide the Committee with a detailed report on the implementation of risk management controls it which should include the staffing structure, risk management systems, challenges identified and remedial action.</p> <p>b) The Committee requires the Department's Audit and Risk Committee to brief the Committee in the 2nd Quarter of 2016/17 on the challenges identified and recommendations made.</p> <p>c) The Department must provide the Committee with a detail outline of the measures in place to strengthen internal control and risk management.</p> <p>d) The Department should brief the Committee on risk mitigation measures it has applied to ensure that targets are reached within the core programmes.</p>	<p>The 2017/18 APP stipulates that the Chief Risk Officer would be responsible for the KPI, Percentage of high rated risks in the DoW risk profile that have reduced in risk rating. The quarterly targets quarterly reports on the implementation of risk mitigation plans on the high rated risks in the DoW risk profile.</p> <p>However, this KPI and quarterly targets related merely to compliance of compiling reports its does not indicate how the 90% high rated risks will be reduced nor is there any indication of what the link is with the incumbent risk owner.</p> <ul style="list-style-type: none"> How has the Department taken this recommendation into consideration in the development of the 2017/18 APP to avoid the repeat of the last two financial years in which the Department revised its APP a month short of the financial year end?

Recommendation	Link to APP 2017/18 Question/s for consideration
<p>4. Human Resources</p> <p>a) It was proposed that staff should be relocated from Programme 1 to other Programmes to assist in reaching the targets. Senior management should be directly involved in contributing to the delivery of targets.</p>	<ul style="list-style-type: none"> • How has the Department taken this recommendation into account in the 2017/18 APP? • What is the Department's motivation for increasing the staff complement from 105 in 2017/18 to 119 in 2018/19 as indicated in the ENE of 2017?
<p>b) Vacancies: All key funded vacancies should be filled within the specified time allocation, in instances where this is not complied with the Department should clearly identify within the quarterly reports to the Committee reasons for failure to comply and remedial action taken to mitigate.</p>	<ul style="list-style-type: none"> • What is the current vacancy rate within the Department and for which positions? • What is the current status of the CFO position and by when will this position be filled as a matter of urgency?
<p>c) Skills Audit: The Department should provide the outcome of skills audit, an action plan of what is required to address the skills deficit and the impact on the proposed new structure for the Department. This must be submitted as part of the Department's Annual Performance Plan and revised Strategic Plan to National Treasury for the coming financial year.</p>	<ul style="list-style-type: none"> • Was the skills audit submitted to NT in the development of the APP of 2017/18? • What was the outcome of the skills audit? Where are the current skills deficit within the Department?
<p>d) Resignations/Dismissals/Termination of contracts: The Department should provide a written report on the reasons for dismissal of staff, resignations, termination of contracts and its subsequent impact on service delivery. A contingency plan should also be developed to focus on staff retention.</p>	<ul style="list-style-type: none"> • How many new appointments were made in the 2016/17 financial year and what is envisaged for 2017/18?
<p>5. Governance</p> <p>a) The Committee reiterated the importance of compliance with the Public Finance Management Act and National Treasury Regulations by the Department and that failure of officials in this regard must be dealt with expeditiously. To this end, the Department to report on how it deals with transgressors and what remedial action is taken. This should be presented in the quarterly reports.</p> <p>b) Report on the forensic investigations/s referred to by the AGSA to be submitted to the Committee on completion and Committee to be briefed on progress with regards to new investigations underway.</p>	<ul style="list-style-type: none"> • How many investigations have been completed in the 2015/16 and 2016/17 financial year? Why have these not been submitted to the Committee as requested? • What if any are the outstanding investigations that the Department would still need to complete in 2017/18? By when will this be concluded?

Other financial issues to consider, pertain to the funds earmarked by the Department of Women for Audit Costs and Property payments and how those line items compares to two other departments that also have smaller budgets relative to all other Votes (see table below). Notwithstanding that the Committee has previously raised the issue of the exorbitant expenditure incurred for Property Payments by the Department and the need for further engagement with the Department of Public Works in this regard.

Table 4

Cost Driver	Dept. of Women R: 000	Comparison to Dept. of Public Enterprises	Comparison to Dept. of Econ. Development	Question/s for consideration
Total Budget	(R127 897)²	R266.7	R141³	
Audit Costs: Ext	R3 556 (3%)	R3 400 (1%)	R3 477 (2%)	Why is the Department spending more on external auditors relative to other Departments such as Dept. of Public Enterprises with a slightly larger budget but spending less on the same line item?
Property payments	R15 804 (12%)	R10 259 (4%)	R43 (30%)	Why is the Department spending in excess of R15mill on leasing property as compared to other departments with a larger staff contingent and budget?

² Less the transfer to the CGE of R78.3 million

³ Less the transfer to Investment, Competition and Trade of R656.2

3.2 Programme 2

Programme & Strategic Outcome Oriented Goal	Strategic Objectives	Objective Statement	SO Indicator	Five year target	Link to 2017/18 App
<p>Programme 2: Social Transformation and Economic Empowerment - Promotion of gender mainstreaming of socio-economic and governance programmes such that they accelerate a just & equitable society for women</p>					
<p>Sub-programme: Economic Empowerment and Participation</p>	<p>Intervention mechanisms on policies and programme implementation for mainstreaming the economic empowerment and participation of women towards economic transformation and development</p>	<p>To develop Economic transformation mechanisms and promote economic participation of women in the South African economy</p>	<p>Intervention mechanisms for women's economic empowerment mainstreamed into the Nine Point Plan</p>	<p>Intervention mechanisms for ensuring women's access and full participation in the economy engendered (in annually identified specific areas) Links: MTSF Outcome 4, 6</p>	<p>≠ The nature of the related targets have changed since 2015/16 as there have been 2 revised APP's whereby targets have been altered, discarded and/or added. The Department has yet to present any intervention mechanisms it has developed or recommended. It is unclear how the Department has promoted the economic participation of women in the South African Economy.</p>

Programme & Strategic Outcome Oriented Goal	Strategic Objectives	Objective Statement	SO Indicator	Five year target	Link to 2017/18 APP
Sub-programme: Social Empowerment and Transformation	Intervention mechanisms for gender mainstreaming for women's social empowerment and participation developed	To develop social transformation mechanisms for empowerment and promote participation of women in South Africa.	Intervention mechanisms for women's social participation mainstreamed	Intervention mechanisms for women's social participation and empowerment engendered. (in annually identified specific areas) <u>Links: MTSF Outcome 1, 2, 8, 13</u>	? 2 targets were discarded in mid-year through 2016/17 and replaced
Sub-programme: Governance, Transformation, Justice and Security	Mechanisms for engendered transformation through advancing measures for the empowerment of women towards a just	To provide mechanisms to reduce and contribute to eliminating gender based violence	- Intervention mechanisms for women's socio-economic empowerment mainstreamed (Gender mainstreaming Strategy and	- Intervention mechanisms to mainstream gender equality and implemented (Gender mainstreaming Strategy and GRB framework) - Intervention mechanisms for the prevention of VAW developed <u>Links: MTSF Outcome 3 and 12</u>	? The GM strategy no longer appears in the current APP as a target only GFP framework. The GRB is still incomplete.

Programme & Strategic Outcome Oriented Goal	Strategic Objectives	Objective Statement	SO Indicator	Five year target	Link to 2017/18 App
	society developed		GRB framework) - Intervention mechanisms for the prevention of VAW/ facilitated		

3.2.1 KPI 1: Policy Framework Sanitary Dignity

- The Department of Basic Education in its recent briefing to the Committee indicated that it had not clear sense of the magnitude of the problem of girl child lack of access to sanitary towels and how this directly impacts on school attendance. As such the Department of Basic Education did not have programme/project or funding earmarked to address the issue. A commitment was made that the Department intended to look in to the matter. The Department did acknowledge the voluntary efforts of the Kwa-Zulu Natal Provincial Department of Basic Education with partners to pilot the roll out free sanitary towels to school going girls.
- The Department of Women, Children and People with Disabilities, Vote 8 of 2013 identified the Sanitary Dignity campaign in partnership with other Government departments, provincial Government, civil society and United Nations (UN) agencies as one of the activities of the sub-programme in Children's Rights that dealt with Advocacy and Mainstreaming for the Promotion and Protection of Children's Rights. The former PC on Women, Children and Persons with Disabilities advised the Department against having to pursue the activity as it was not an implementing agency. Oversight visits to the Eastern Cape and Kwa-Zulu Natal Provinces at the time revealed that the roll-out of free sanitary towels was poorly managed, implemented in a haphazard manner and not sustainable as it relied largely on donor funds. What the Committee did identify as a huge problem was the lack of provision and access to children's and adult nappies for persons with disabilities who are incontinent in special schools and facilities. The lack of access and provision led to significant health concerns and impaired the dignity of children and adult with disabilities who are impoverished and require it.
- Similarly, the Department of Women is not an implementing department and as such it is unclear what informs the Department to develop a policy framework for the provision of sanitary towels when it will not dispensing these items.

- Lack of access to sanitary towels and its impact on girl child's access to education is but one of many factors that impact on girls attending school. It is unclear what has informed the Department to focus only on sanitary dignity in the absence of a broader focus on sexual reproductive health care, gender-based violence, access to water and sanitation etc.
- In the technical descriptors, the Department refers to the Community Survey from Statssa as its data source. The latest Community Survey was published in 2016 and made no reference to sanitary dignity, the priority indicators related to person and household data file. Even under the section that deals with school attendance no link is made to girls' absenteeism due to lack of access to sanitary towels. The Community Survey 2016 also makes no reference to indigent girls and women. Hence it is unclear how the Department is using this study as a data source.
- The Department of Basic Education does estimate that an average of 72.9% of girls have easy access to sanitary towels as per the Youth Risk Behaviour Study of 2011 but this data is outdated by now.⁴

Questions for consideration

- Why is the Department developing a policy framework when it will not be the lead department in implementing the policy by issuing sanitary towels?
- What is the scope of the problem?
- How has the Department defined sanitary dignity?
- What was the criteria used for defining indigent girls and women?
- How will the Department cost the policy when it is not the fund holder for the provision of sanitary towels?

3.2.2. KPI 2: Report on the analysis of progress and impact on empowerment of women of each component of Nine Point Plan

President Jacob Zuma announced in his 2015 State of the Nation Address in Parliament, the Nine-Point Plan which is aimed at growing the economy and creating much-needed jobs.⁵ Moreover, it has also been stated that this plan "could potentially accelerate the growth of the economy by 0.8% in the short term and 1% in the medium to long term."⁶ The components of the Nine-Point Plan are tabulated below:

⁴ Infographic: Schoolgirl sanitary towels by numbers, <http://www.enca.com/south-africa/infographic-school-girl-sanitary-towels-by-numbers>

⁵ Government of the Republic of South Africa, (n.d) The Nine- Point Plan, To grow the South African Economy and Create Much-needed Jobs, #9PointPlan, Accessed: [<http://www.gov.za/sites/www.gov.za/files/images/nine-point-plan-profile.pdf>] (April 2016)

⁶ Ibid

Table 5

INITIATIVE	LEAD DEPARTMENT
1. Revitalising agriculture and the agro-processing value chain	<ul style="list-style-type: none"> • Agriculture, Forestry & Fisheries • Rural Development & Land Reform
2. Adding value to our mineral wealth (advancing beneficiation and support to the engineering and metals value chain)	<ul style="list-style-type: none"> • Trade and Industry
3. More effective implementation of a higher impact Industrial Policy Action Plan	<ul style="list-style-type: none"> • Small Business Development
4. Unlocking the potential of small, medium and micro- enterprises, cooperatives and township enterprises	<ul style="list-style-type: none"> • Environmental Affairs • Mineral Resources • Health • Tourism • Basic Education
5. Operation Phakisa (Oceans Economy, Mining, Health, Tourism, Basic Education, etc.)	<ul style="list-style-type: none"> • Trade and Industry
6. Encouraging private sector investment	<ul style="list-style-type: none"> • Energy
7. Resolving the energy challenge	<ul style="list-style-type: none"> • Labour
8. Moderating workplace conflict	<ul style="list-style-type: none"> • Telecommunications & Postal Services • Water and Sanitation • Transport
9. State reform and boosting the role of state-owned companies, information and communications technology infrastructure or broadband roll-out, water, sanitation and transport infrastructure	<ul style="list-style-type: none"> • Telecommunications & Postal Services • Water and Sanitation • Transport

The potential benefit for women from the Nine Point Plan can be argued to be implicit within each plan. However without a clear plan and strategy to inform the relevant Department and Entities of why and how gender mainstreaming should be applied women may not fully yield the potential benefits.

As per the Presidency's Annual Report of 2015/16, it was noted that, "On 9 August 2015 President Zuma launched the Women in the Economy Report which was written by the Department of Women under the able guidance of the Minister in The Presidency for Women, Ms Susan Shabangu. Following that report, the President instructed all Ministers in the Economic Cluster of Cabinet to set specific targets in departmental plans pertaining to the economic inclusion of women."⁷ Subsequently, the Department reported in its 2016/17 Annual Performance Plan presentation to the Committee that:

⁷ Presidency of South Africa (2016) The Presidency Annual Report 2015-16, p.5.

- The Presidential Directive of 22 September 2015 requires economic cluster Ministers, and their DGs, to engender their work and the economy, and Minister Shabangu to regularly report to Cabinet on progress.
- DoW requested government departments, especially in the economic sector, for progress reports due April 2016 and every six months thereafter. DHET submitted audited gender disaggregated statistics for 2014.

It is unclear how the findings and recommendations of the *Women in the Economy Report* relates to the KPI on the analysis of the Nine Point Plan. The 2017/18 makes no reference to the follow-up of recommendations that emanated from the aforementioned report as the Department has previously informed the Committee that the response by departments has been poor in this regard and that it was awaiting outstanding information to be submitted.

Questions for consideration

- What guidance in the form of either guidelines or norms and standards if any have been provided by the Department to the Economic Cluster to facilitate compliance with the Presidential directive?
- Given all the Departments involved in the implementation of the 9 point plan, how does the Department intend working with all? Have MOU's been established?
- Given the limited resources and capacity how does the Department intend analysing the 9 point plan using a toolkit for 16 departments with a significant number of programmes and projects for each?
- Why is a toolkit for the analysis of reporting on M&E of Presidential directive only being developed in Q1 of 2017/18, what was then used before to evaluate the performance since the September 2015? How does this toolkit differ from the M&E framework that the Department was meant to develop for assessing the performance of government from the M&E perspective? What then happened to this M&E framework and system?
- What exactly will the report on economic empowerment of women in the 9 Point Plan entail? Would this report go to Cabinet every quarter?
- What does the Department hope to achieve with the development of a report every quarter? Is the intention to influence how programmes are implemented and funds allocated? If so how does the Department intend going about to do this?

3.2.3 KPI 3: Women's financial inclusion framework developed

The Department intends taking an entire year to develop a women's financial inclusion framework.

Questions for consideration

- What is the link if any between the financial inclusion framework, the analysis report on the 9 Point Plan and the Gender Responsive Budgeting Framework?
- Why is the financial inclusion framework being developed separately to work on the 9 Point Plan and the Gender Responsive Budgeting Framework?

Programme & Strategic Outcome Oriented Goal	Strategic Objectives	Objective Statement	SO Indicator	Five year target	Link to 2017/18 APP
Information & Knowledge Management	Empowerment and Gender Equality	Knowledge and information, and to be accessible for improved socio economic empowerment of women and gender equality.	economic empowerment of women and gender equality developed	Links: MTSF Outcomes 2, 3, 4, 13, and 14	What is the status of the Information & knowledge gateway?
Sub-programme: Stakeholder Coordination & Outreach	Coordination of stakeholders (domestic, regional and international) that promote women's socio-economic empowerment and gender equality Outreach initiatives on women's socio-economic empowerment and gender equality conducted	To undertake consultation and advocacy with government, business, labour and community and international stakeholders on women's socio-economic empowerment and gender equality To conduct awareness raising, public education programme and information gathering towards improved socio-economic	- Number of domestication of international commitments (SDGs, SADC, AU, UN) - Number of international outreach initiatives on Women including Young Women on socio-economic empowerment of women, social cohesion and nation building - Number of community mobilisation initiatives on socio economic issues affecting	- Twelve reports of strategic multilateral relations produced - 16 outreach initiatives on Women' (including Young women) empowerment and promotion of Human Rights conducted - 45 community mobilisation initiatives on socio-economic issues affecting women including young women on gender based violence, social cohesion, nation building and other related intolerances Links: MTSF outcome 14; Conventions/Protocols/International Treaties	How does the Department decide on which multilateral engagements to attend and where the outreach initiatives and community mobilisation initiatives should be held?

Programme & Strategic Outcome Oriented Goal	Strategic Objectives	Objective Statement	SO Indicator	Five year target	Link to 2017/18 APP
		empowerment of women and gender equality, which may include campaigns, dialogues, symposia, workshops, community izimbizo, seminars	women on GBV, Social cohesion, Nation Building and other related intolerances		
Sub-programme: Monitoring & Evaluation	Monitor progress made on socio-economic empowerment of women and evaluate impact of government programmes developed to change lives of women in the country	To measure the success and impact of policy and programmes that seeks to promote women's socio-economic empowerment and gender equality	<ul style="list-style-type: none"> - Number of Strategic Planning documents of the Economic cluster Departments analysed - Number of Impact Assessment reports on progress made on women's economic empowerment in the Economic cluster Departments - Women Empowerment 	<ul style="list-style-type: none"> - 5 reports on the Economic Cluster Departmental Strategic Planning documents analysed - 10 Impact Assessment report on progress made on women's economic empowerment in the Economic cluster Departments - Implementation of Women Empowerment Monitoring and Evaluation Frameworks monitored - Monitoring and Evaluation system developed <p>Links: MTSF Outcomes 2, 3, 4, 12, 13, and 14</p>	<p>?</p> <p>Which Departments APPs and or Strategic Plans within the Economic cluster will be analysed in 2017/18?</p> <p>What impact assessments will be conducted in terms of progress made o women's economic empowerment in the Economic cluster departments during 2017/18?</p>

Programme & Strategic Outcome Oriented Goal	Strategic Objectives	Objective Statement	SO Indicator	Five year target	Link to 2017/18 APP
	Analyse , monitor and evaluate programmes developed by justice cluster to eliminate gender based violence	To report on the implementation and compliance on legislation of gender based violence to eliminating gender based violence in the country	Monitoring and Evaluation Frameworks developed - Monitoring and Evaluation system developed	To assess impact and progress made on eliminating of gender based violence in the country <u>Links:</u> MTSF Outcome 3 and 12	Are the National Dialogues an effective means for assessing the impact and progress made on eliminating of gender based violence in the country?
					What is the status of the Empowerment Monitoring and Evaluation Framework as well as the M&E system?

3.3.1 KPI 1: Number of reports on progress made on women's empowerment in the Economic Departments

It is unclear what the difference is in the report to be developed regarding the Nine Point Plan, the 4 M&E reports and a Report on socio-economic Empowerment of women through government economic incentive schemes.

Questions for consideration

- What economic incentives schemes have been identified by the Department?
- How many women beneficiaries of Government incentive schemes does the Department intend engaging with and how will this be done?
- What is the difference between the report on the incentive schemes, the 4 M&E reports and the report on the Nine Point Plan?

3.3.3 KPI 2: Improved communication on women's empowerment and gender equality through various information, knowledge and media platforms

Questions for consideration

- Is this for internal or external purposes? If the intention is to provide an information platform or hub where is this located on the Department's website?

3.3.4 KPI 3: Number of public participation / outreach initiatives on women's empowerment, including girls and young women & KPI 4: 365 Days Campaign for No Violence Against Women and Children rolled out

The BRRR 2016, stated clearly that in terms of Events/Campaigns/Conferences that:

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| a) The Department should inform the Committee in advance of all initiatives it intends undertaking in order for Portfolio Committee Members to attend where possible. |
| b) The Department should provide the Committee with reports of all initiatives undertaken by outlining the cost incurred (as per the recommendation on spending trends), the purpose of initiatives and its relation to the APP, the outcomes of the initiative, number of intended beneficiaries and an action plan as to how resolutions/outcomes will be implemented. |

It would be important for the Committee to ascertain how the Department intends implementing these recommendations in the 2017/18 APP and to demonstrate how this has been given effect to. The Committee had just received the report on dialogues held in Limpopo and has yet to engage on it.

Questions for consideration

- What is the difference between public participation/outreach initiatives and community mobilisation initiatives?
- Where and when will these various initiatives take place and what is the forecasted budget for each event?
- What is the Department's plan to revive the National Gender Machinery in 2017/18 as a means of engaging with stakeholders in a coordinated manner within and across provinces?

3.3.5 KPI 5: Number of international engagements at multi-lateral forums on women's affairs and gender & KPI 6: Number of reports on implementation of government commitments on international instruments

The BRRR 2016, stated clearly that in terms of Treaty compliance framework and timeframes:

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| a) The Department should ensure that country reports are submitted within the specified timeframes as required by the relevant reporting bodies. |
| b) The Department should report back to Parliament on feedback received on country reports, action plans developed in this regard as well as progress in terms of implementing recommendations. |

c) The Department must present all reports to be presented at an international level to the Committee before it undertakes the international trip.

It would be important for the Committee to ascertain how the Department intends implementing these recommendations in the 2017/18 APP and to demonstrate how this has been given effect to. The Committee had just received the report on the 61st Session of the Commission on the Status of Women (for 2017 and has yet to engage on it. Of importance to note, it is not merely developing reports for compliance on the attendance at the various fora by the Department but what and how the Resolutions are being tracked at a country level to determine if these are being implemented.

Questions for consideration

- How does the Department link the work on the Women in the Economy Report, Analysis of the Nine Point Plan, Gender Focal Point and GRB with the information required from departments when compiling country reports?
- What are the key indicators that have been identified which Government departments have to report on for compliance of international instruments such as CEDAW?
- How does the Department monitor and evaluate the Resolutions from the United Nations Commission on the Status of Women? Who within the Department is responsible for this?

3.3.6 KPI 7 Number of Monitoring Reports on Nine Point Plan and Outcome 14 Number of Evaluation reports

It is unclear as to what the difference is between the 4 quarterly monitoring reports on the Nine Point Plan and the Report on the analysis of progress and impact on empowerment of women of each component of Nine Point Plan. The Department does not indicate in its APP 2017/18 what it intends doing once it develops these reports – to who these will be presented to, when and how this will be done.

Questions for consideration

- In the absence of an M&E framework and toolkit how does the Department intend developing a report on a quarterly basis?
- Will these quarterly reports be presented to Cabinet? If so when. If not why not.